

## Merseyside Fire and Rescue Employee Survey: Historical Analysis

July 2018: 548 respondents

July 2016: 518 respondents

July 2014: 776 respondents

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## Historical comparison of the survey results

The following pages show summary tables that compare the results achieved by MFRA (full Survey) in July 2018 with the results achieved in July 2016.

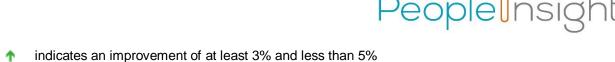
## Guide to symbols used in this report

- indicates what percentage of the total answers for this question were positive
- indicates what percentage of the total answers for this question were neutral
- indicates what percentage of the total answers for this question were negative

A series of arrows are used to indicate the historical movement in overall positive responses:

- indicates an improvement of at least 10%
- indicates an improvement of at least 5% and less than 10%





- indicates results broadly in line with historical results (improvement less than 3%/decline less than -3%)
- indicates a decline of at least 3% and less than 5%
- indicates a decline of at least 5% and less than 10%
- indicates a decline of at least 10%
- indicates that there is no matching question in July 2016 survey



| Questions in the "Goal Clarity" section                                    |   | J   | uly 201 | 8   | J   | uly 201 | 6   | Ju  | ıly 2014 | 1   |
|--|---|-----|---------|-----|-----|---------|-----|-----|----------|-----|
| Questions in the "Goal Clarity" section                                    |   | 0   | 2       | •   | 0   | 2       | •   | 0   | 2        | 2   |
| I understand the priorities or Missions & Aims of MFRA                     | - | 86% | 9%      | 5%  | 84% | 12%     | 4%  | 74% | 14%      | 12% |
| I am clear about what I am expected to achieve in my job                   | - | 90% | 6%      | 4%  | 88% | 9%      | 3%  | 76% | 12%      | 13% |
| 3. I understand how the work I do helps MFRA to achieve its Mission & Aims | ^ | 87% | 8%      | 5%  | 84% | 13%     | 3%  | 68% | 18%      | 14% |
| Senior Managers provide a clear vision of the overall direction of MFRA    | 1 | 55% | 25%     | 20% | 52% | 25%     | 22% | 36% | 22%      | 42% |
| Section averages   | 1 | 80% | 12%     | 8%  | 77% | 15%     | 8%  | 64% | 17%      | 20% |



| Questions in the "My Job" section                                    |              | J   | uly 201 | 8   | J   | uly 201 | 6   | J   | uly 201 | 4   |
|--|--------------|-----|---------|-----|-----|---------|-----|-----|---------|-----|
| Questions in the "My Job" section                                    |              | 0   | 2       | •   | 0   | 2       | •   | 0   | 2       | •   |
| I enjoy my work  | -            | 78% | 14%     | 8%  | 76% | 14%     | 10% | 51% | 15%     | 33% |
| 2. My job makes the best use of the skills and abilities that I have | -            | 60% | 18%     | 22% | 61% | 18%     | 22% | 41% | 18%     | 41% |
| I get a sense of personal accomplishment from my work                | -            | 75% | 14%     | 11% | 73% | 16%     | 10% | 54% | 14%     | 31% |
| I feel that my work contributes to Safer Stronger Communities        | ^↑           | 79% | 14%     | 8%  | 72% | 22%     | 5%  | 61% | 22%     | 16% |
| 5. I feel supported in my role                                       | -            | 58% | 20%     | 22% | 58% | 19%     | 22% | 34% | 20%     | 47% |
| 6. I have a sense of good job security                               | <b>1</b> 111 | 54% | 24%     | 22% | 43% | 25%     | 33% | 26% | 24%     | 50% |
| Section averages   | 1            | 67% | 17%     | 15% | 64% | 19%     | 17% | 45% | 19%     | 36% |



| Questions in the "Employee Involvement" section  |    | J   | uly 201  | 8   | J   | uly 201  | 6   |     | July 201 | 4   |
|--|----|-----|----------|-----|-----|----------|-----|-----|----------|-----|
| Questions in the "Employee Involvement" section  |    | 0   | <b>2</b> | •   | 0   | <b>2</b> | •   | 0   | <b>2</b> | •   |
| I am satisfied with my physical working conditions (i.e. working environment, space, equipment etc.) |    | 65% | 15%      | 20% |     |          | -   |     |          |     |
| 2. I am able to use my own initiative at work to do my job   | ↑↑ | 72% | 14%      | 14% | 67% | 15%      | 18% | 43% | 13%      | 44% |
| 3. I am encouraged to suggest new ideas for improvements   | -  | 58% | 23%      | 19% | 59% | 22%      | 19% | 42% | 19%      | 39% |
| 4. I am comfortable to speak up and constructively challenge how things are done                     | -  | 59% | 15%      | 26% | 58% | 15%      | 28% | 39% | 11%      | 50% |
| 5. People can communicate openly with each other here regardless of position or level                | -  | 41% | 20%      | 38% | 41% | 19%      | 41% | 25% | 12%      | 64% |
| Section averages   | 1  | 59% | 18%      | 24% | 56% | 18%      | 26% | 35% | 14%      | 51% |



| Ouestions in the "Teamwork" section                         |    | J   | uly 201 | 8   | J   | uly 201 | 6   | Ju  | uly 201 | 4   |
|---|----|-----|---------|-----|-----|---------|-----|-----|---------|-----|
| Questions in the "Teamwork" section                         |    | 0   | 2       | •   | 0   | 2       | 0   | 0   | 2       | •   |
| Morale in my immediate team/watch/section is generally high | 4  | 53% | 17%     | 30% | 58% | 21%     | 21% | 32% | 13%     | 56% |
| Different parts of the service work well together           | 4↓ | 35% | 29%     | 36% | 42% | 25%     | 32% | 22% | 24%     | 53% |
| We are good at sharing ideas to make things work better     | -  | 38% | 31%     | 30% | 40% | 32%     | 27% | 55% | 20%     | 26% |
| Section averages  | ₩. | 42% | 26%     | 32% | 47% | 26%     | 27% | 37% | 19%     | 45% |



| Ouestions in the "Learning & Development" section   |          | J   | uly 201 | 8   | J   | uly 201 | 6   | Ju  | ıly 201 | 4   |
|---|----------|-----|---------|-----|-----|---------|-----|-----|---------|-----|
| Questions in the "Learning & Development" section   |          | 0   | 2       | •   | 0   | 2       | •   | 0   | 2       | •   |
| I have received the training and development I need to do my job well and safely                              | ^↑       | 77% | 12%     | 11% | 72% | 16%     | 12% | 65% | 19%     | 17% |
| I have the right opportunities to learn and grow at work  | <b>↑</b> | 54% | 22%     | 24% | 51% | 26%     | 23% | 34% | 25%     | 41% |
| 3. I have the knowledge and skills I need to do my job well   | -        | 85% | 12%     | 3%  | 86% | 10%     | 4%  | 82% | 12%     | 6%  |
| My last Appraisal meeting was useful in helping me improve how I do my job and show where I'm performing well | -        | 50% | 28%     | 22% | 48% | 27%     | 25% | 39% | 25%     | 36% |
| 5. I have good quality equipment to help me do my job   | ₩        | 70% | 18%     | 13% | 78% | 13%     | 8%  | 70% | 18%     | 12% |
| Section averages  | -        | 67% | 18%     | 14% | 67% | 18%     | 14% | 58% | 20%     | 22% |



| Questions in the "Recognition & Reward" section                              |          | J   | uly 201 | 8   | J   | uly 201 | 6   | Jı  | uly 201 | 4   |
|--|----------|-----|---------|-----|-----|---------|-----|-----|---------|-----|
| Questions in the "Recognition & Reward" section                              |          | 0   | 2       | 0   | 0   | 2       | •   | 0   | 2       | •   |
| In the last week, I have received thanks or praise for doing good work       | <b>^</b> | 57% | 17%     | 27% | 53% | 19%     | 27% | 39% | 16%     | 45% |
| I feel valued and recognised for the work that I do by my line manager       | -        | 73% | 15%     | 12% | 74% | 15%     | 10% | 65% | 16%     | 19% |
| 3. I feel valued and recognised for the work that I do by other team members | -        | 78% | 18%     | 5%  | 79% | 15%     | 5%  | 75% | 16%     | 8%  |
| I feel valued and recognised for the work that I do by senior managers       | -        | 36% | 26%     | 38% | 37% | 28%     | 34% | 24% | 16%     | 60% |
| 5. I receive feedback on my work   | 4        | 49% | 29%     | 23% | 52% | 27%     | 21% | 37% | 29%     | 34% |
| Section averages   | -        | 58% | 21%     | 21% | 59% | 21%     | 20% | 48% | 19%     | 33% |



|  |                | J   | uly 201 | 8   |   | J   | uly 201 | 6   | J   | uly 201 | 4   |
|--|----------------|-----|---------|-----|---|-----|---------|-----|-----|---------|-----|
| Questions in the "Management Effectiveness" section                                  |                | 0   | 2       | •   | • | 0   | 2       | •   | 0   | 2       | •   |
| My manager communicates regularly about issues that affect my work                   | -              | 79% | 14%     | 7%  | 7 | 7%  | 15%     | 8%  | 73% | 17%     | 11% |
| 2. My manager makes time for me  | -              | 78% | 16%     | 5%  | 7 | 7%  | 16%     | 7%  | 69% | 18%     | 13% |
| My manager treats me fairly and with respect   | -              | 84% | 11%     | 5%  | 8 | 32% | 13%     | 5%  | 77% | 14%     | 9%  |
| My manager gives me regular feedback on how I am doing                               | 4              | 62% | 27%     | 10% | 6 | 66% | 23%     | 11% | 55% | 27%     | 18% |
| 5. Senior managers do what they say they are going to do                             | -              | 31% | 33%     | 36% | 3 | 31% | 36%     | 33% | 20% | 26%     | 54% |
| 6. Employees at my level are able to communicate their concerns to higher management | -              | 44% | 21%     | 35% | 4 | 15% | 22%     | 33% | 28% | 14%     | 58% |
| 7. MFRA Members engage well with staff at MFRA                                       | -              | 26% | 40%     | 34% | 2 | 24% | 40%     | 36% | 7%  | 20%     | 72% |
| 8. I have confidence in the future of MFRA   | ↑ <sup>↑</sup> | 36% | 31%     | 34% | 2 | 26% | 33%     | 41% | 19% | 16%     | 65% |
| Section averages   | -              | 55% | 24%     | 21% | 5 | 54% | 25%     | 22% | 44% | 19%     | 38% |



|  |    | J   | uly 201 | 8   | J   | uly 201 | 6   | J   | uly 201 | 4   |
|--|----|-----|---------|-----|-----|---------|-----|-----|---------|-----|
| Questions in the "Culture & Values" section  |    | 0   | 2       | •   | 0   | 2       | •   | 0   | 2       | •   |
| Bullying, harassment and discrimination are not tolerated at MFRA  | -  | 66% | 16%     | 17% | 67% | 13%     | 20% | 45% | 13%     | 42% |
| 2. I do not feel I have been bullied, harassed or discriminated against in the last 12 months  | 4  | 72% | 14%     | 14% | 75% | 10%     | 15% | 48% | 16%     | 37% |
| 3. I feel able to make decisions without fear of being blamed if things go wrong   | -  | 44% | 25%     | 31% | 45% | 24%     | 31% | 28% | 17%     | 55% |
| 4. Generally we resolve any differences of opinion amicably  | 1  | 65% | 21%     | 14% | 62% | 26%     | 12% | 40% | 27%     | 33% |
| 5. MFRA promotes a culture of openness and transparency  | ^^ | 47% | 26%     | 27% | 42% | 27%     | 31% | 26% | 17%     | 56% |
| 6. MFRA is a better place to work than it was 3 years ago  | ₩, | 25% | 45%     | 30% | 42% | 35%     | 24% | 15% | 19%     | 66% |
| 7. I have a good understanding of MFRA values  | 1  | 80% | 13%     | 7%  | 77% | 17%     | 6%  | 58% | 22%     | 20% |
| 8. I feel MFRA treats people fairly, regardless of ethnic background, gender (including transgender), religion, sexual orientation, disability, pregnancy or age | -  | 68% | 17%     | 16% | 70% | 14%     | 15% | 48% | 22%     | 30% |
| 9. I feel valued   | 1  | 46% | 24%     | 30% | 43% | 30%     | 27% | 26% | 18%     | 56% |



|   |   | J   | uly 201      | 8   | J   | uly 201 | 6   | Jı  | uly 201  | 4   |
|---|---|-----|--------------|-----|-----|---------|-----|-----|----------|-----|
| Questions in the "Culture & Values" section                             |   | 0   | <b>&amp;</b> | 0   | 0   | 2       | 0   | 0   | <b>2</b> | •   |
| 10. I am able to strike the right balance between my work and home life | - | 57% | 18%          | 25% | 57% | 17%     | 26% | 35% | 15%      | 50% |
| Section averages  | _ | 57% | 22%          | 21% | 58% | 21%     | 21% | 37% | 19%      | 45% |



| Ougstions in the "Change Management" section   |     | J   | uly 201 | 8   |   | Jı  | uly 201 | 6   |     | July 20 | 14  |
|--|-----|-----|---------|-----|---|-----|---------|-----|-----|---------|-----|
| Questions in the "Change Management" section   |     | 0   | 2       | •   | ( | 0   | 2       | 0   | O   | 2       | •   |
| I understand the need for change at MFRA given the cuts faced by the Authority       | 444 | 74% | 14%     | 13% | 8 | 38% | 9%      | 4%  | 71% | 12%     | 17% |
| 2. I am communicated with about change that affects me in good time                  | ₩,  | 53% | 26%     | 21% | 6 | 66% | 19%     | 15% | 50% | 23%     | 27% |
| Change here is well managed overall  | ΨΨ. | 37% | 29%     | 34% | 4 | 47% | 28%     | 25% | 26% | 21%     | 53% |
| Change within my team is well managed  | Ψ.  | 55% | 28%     | 17% | 6 | 60% | 25%     | 15% | 49% | 28%     | 23% |
| 5. I feel that MFRA consider the impact on me and other people when making decisions | Ψ.  | 28% | 30%     | 42% | 3 | 34% | 30%     | 36% | 22% | 17%     | 61% |
| 6. A lot is done to help staff prepare for and cope with change                      | ₩   | 26% | 33%     | 41% | 3 | 33% | 36%     | 31% | 22% | 19%     | 60% |
| Section averages   | ₩   | 46% | 27%     | 28% | 5 | 55% | 24%     | 21% | 40% | 20%     | 40% |



| Questions in the "Health and Wellbeing" section  |   | J   | uly 201  | 8  | J | uly 201  | 6 | Ju | uly 201 | 4 |
|--|---|-----|----------|----|---|----------|---|----|---------|---|
| Questions in the "Health and Wellbeing" section  |   | 0   | <b>2</b> | •  | 0 | <b>2</b> | • | 0  | 2       | • |
| In general I would say my health is good   |   | 89% | 7%       | 4% |   |          |   |    |         |   |
| I consider that I benefited from the support I received through the Occupational Health Team |   | 84% | 12%      | 4% |   |          |   |    |         |   |
| Section averages   | П | 87% | 9%       | 4% |   |          |   |    |         |   |



| Questions in the "Overall" section   |    | J   | uly 201 | 8   | J   | uly 201  | 6   | Jı  | uly 201  | 4   |
|--|----|-----|---------|-----|-----|----------|-----|-----|----------|-----|
| Questions in the "Overall" section   |    | 0   | 2       | 0   | 0   | <b>2</b> | •   | 0   | <b>2</b> | •   |
| I am proud to say I work for MFRA  | -  | 78% | 13%     | 9%  | 78% | 15%      | 7%  | 56% | 19%      | 25% |
| Working here makes me want to do the best I can  | -  | 74% | 16%     | 10% | 73% | 19%      | 8%  | 52% | 19%      | 29% |
| 3. If asked, I would recommend to friends and family that MFRA is a good place to work | ^↑ | 60% | 18%     | 22% | 55% | 20%      | 24% | 34% | 13%      | 53% |
| 4. I care about the future of MFRA   | _  | 89% | 7%      | 3%  | 88% | 9%       | 3%  | 80% | 13%      | 7%  |
| 5. I would still like to be working at MFRA in two years' time                         | 4  | 74% | 15%     | 11% | 78% | 12%      | 10% | 0%  | 0%       | 0%  |
| Section averages   | _  | 75% | 14%     | 11% | 74% | 15%      | 11% | 55% | 16%      | 29% |